

Joint Water Management Planning Norms

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In the survey conducted at the outset of the Water Management Partnership effort, staff and management identified a number of Norms. Because the list is quite extensive the management team has attempted to group these Norms and distill them into a more concise set that can provide guidance for the growth of the Partnership.

~~Adopted Norms:~~

- ~~I. **Approach:** Be one team balancing the needs of both organizations.~~
- ~~II. **Process:** Our decision-making must reflect the wide range of difficult responsibilities both organizations face.~~
- ~~III. **Conflict Resolution:** We have an obligation to actively engage issues.~~
- ~~IV. **Ethics:** We must be able to count on each other.~~
- ~~V. **Collaboration:** We work together collaboratively—discussing issues, changes, and opportunities—influencing each other to find win-win solutions.~~

Proposed Revisions to the Norms:

Approach (no change): Be one team balancing the needs of both organizations.

Process (no change): Our decision-making must reflect the wide range of difficult responsibilities both organizations face.

Conflict Resolution: We have an obligation to actively *address and resolve* issues *in a timely manner*.

Ethics: *We are all responsible for bringing the highest level of professionalism, including respect, honesty, trust, courtesy, and accountability, to the partnership.*

Collaboration: We work together collaboratively – discussing issues *and opportunities, sharing data and study results, influencing each other to find mutually agreeable solutions.*

Original list of norms from survey:

1. Operate as a team
2. Operate from one common strategy & set of values
3. Team integrity demands diverse open input & constructive confrontation
4. A decision ends debate; the team demonstrates unity thereafter
5. Opportunity is provided for my input before major decisions are made or revised
6. We are all stewards of the people competency/talent bench and facilitate its broadest utilization
7. The team operates for total water management-system success
8. The decision-making process is professional (not political), based on data, and guided by what is necessary to achieve the mission, vision and/or strategy
9. Team members are encouraged to take prudent risk and are empowered to implement strategy & policy
10. Challenges and issues are addressed as process/systems issues, not to find blame or fault
11. Minority opinion holders have the opportunity to persuade the majority to change positions
12. Our team leaders take a systems view of the issues
13. Team members keep promises and commitments
14. Team members are truthful and honest
15. Team members treat each other with respect
16. Team members collaborate across organizational boundaries for joint success
17. Team members can be counted on to deliver services in a timely manner
18. Lessons learned are constructively practiced
19. Unresolved conflict is dealt with promptly and effectively

Key

Approach (1,2,6,7,12,16)

Process (4,8,9,10,11)

Conflict Resolution - (3,5,18,19)

Ethics – (13, 14, 15,17)

Collaboration